1. Purpose
The purpose of the Policy is to set out the elements of the Danske Bank Group’s Diversity and Inclusion Policy, setting the overall aim, and to specify the Group’s focus areas within this area.

2. Scope and application

The Danske Bank group wants to be an attractive place to work for those with the right competencies and willingness to contribute to a high performing organisation. With over 18,000 employees in 15 countries, a key focus point for the bank is to be able to recruit, develop and retain a diverse workforce. A diversity of thoughts is important when striving towards becoming the most trusted financial partner in the Nordic region.

An inclusive work environment is key to leveraging the insights of diverse competencies and thinking in order to become number one in customer experiences in 2020. Further, diversity and inclusion are understood as prerequisites for maintaining a high-performance organisation and a healthy, agile and innovative work place. Hence, it is important to cultivate a staff as diverse as possible, without attaching any specific importance to gender, ethnic background, nationality, sexual orientation, religion or age.

Danske Bank Group’s work environment will build on our core values and the essence of Danske Bank. We need access to a diverse pool of talents across the Nordics and globally to succeed with our strategy and attract the competencies needed to deliver on our strategic core and customer promise. We strive to build a culture of agility, innovation and customer centricity, hence diversity in opinion and thinking, personality, [educational] background and others is an important lever for us.

Our overall aspiration with this policy is to acknowledge and branch out thinking and perspectives through a diverse workforce with different backgrounds, to mirror society and our customers through the employees and representatives of the bank, in the geographical areas in which the Danske Bank Group is doing business.

Furthermore, Danske Bank Group wants to ensure organisational effectiveness by being able to attract competent employees globally. We believe that diversity helps to ensure access to the most talented potential employees, and at the same time contributes to developing the business positively with different competencies and perspectives. Therefore work to promote diversity in recruitment, search and selection is seen as important.

We strive to be an attractive workplace for our people and a modern bank to do business with for our customers through leading innovative solutions and our people representing us in our geographical market areas in which we are doing business.

The aim of promoting an agenda of diversity and inclusion is furthermore to ensure that various groups of employees can pursue their careers without meeting cultural, geographical or organisational barriers.
One of the key focus areas is to promote the gender composition in managerial positions at all levels of the Danske Bank Group. The Danske Bank Group has signed the Danish Charter of Diversity, which supports and works for diversity and inclusion and fights discrimination.

The Danske Bank Diversity and Inclusion Committee ensures a constant focus on diversity and inclusion within the bank and sets out relevant initiatives from time to time in collaboration with the Corporate Responsibility department.

The below sections set out the elements of our diversity and inclusion policy, indicating the Danske Bank Group’s overall aim and specifying focus areas.

a. Gender composition

The Danske Bank Group is committed to working towards increasing the share of the underrepresented gender (women) in executive and managerial positions. The goal is to increase the number of female managers at all levels.

Recruitment

Diversity, including gender composition, is among others emphasised in the recruitment process, both for internal as well as external hires, as an important selection criteria for setting the right team and filling positions with the best suited candidates. It is also part of our policy to communicate these principles to search firms engaged in recruitments. Candidate pools for senior level positions should always include at least one candidate from the underrepresented gender.

Diversity and inclusion are implicit a precondition for attracting the candidates best suited for positions in the Danske Bank Group from an international talent pool, e.g. through a graduate programme and induction of new employees, as per our recruitment guidelines for hiring managers. Best suited candidate is considered to be someone who has the right set of competencies to succeed, the right attitude and behaviours, and willingness to contribute to achieving our business goals.

Succession

The gender composition is also considered when preparing the pipeline of successors for key positions, in order to make this as balanced as possible. In Danske Bank’s succession planning there is a distinct focus on gender.

Board of Directors

The Danske Bank Group strives towards an adequate diversity in terms of qualifications and competencies among the members of the Board of Directors. It is a prerequisite that the members of the Board of Directors collectively have sufficient knowledge, professional competencies and experience to understand the Group’s activities and the related risks.
Individually set targets

Danske Bank A/S and Danish subsidiaries, subject to Danish legislation on targets for the underrepresented gender in boards, have set individual targets for the share of female managers on their Boards of Directors. These targets are set for three years at a time and reflect the bank’s and its subsidiaries’ ambitions of having a more balanced gender composition in order to fully realise the potential of our leadership capabilities.

b. Nationality composition

The Danske Bank Group is committed to working towards a balanced nationality composition in all layers of the organisation, hence having a flexible and mobile workforce. Vacant positions are occupied through a recruitment process working globally, and it is ensured that international candidates have the same possibilities of employment as Danish candidates. This applies to both external and internal recruitments.

When a candidate from another country is employed, Danske Bank Global Mobility helps the candidate with all practicalities in connection with the employment, including residence and working permit, housing, getting a potential family settled etc. Global Mobility also assists the employee in any legal matters, including contact with the relevant tax authorities etc.

In many divisions of the Danske Bank Group, the workforce is already international, and the work takes place across cultural boundaries as a natural part of the workday. Such diversity is strived for and supported in all parts of the Group.

c. Age and seniority

The Danske Bank Group aims to have a balanced age distribution in the Group at any time, as regards age groups and years of service within the bank.

Further, Danske Bank Group wants to be the preferred employer, no matter where the employee is in his or her life cycle. No matter whether the employee is employed as a graduate, manager, senior employee, vice president or any other title, the Danske Bank Group will provide the conditions for the individual to thrive and develop competences. The employees’ private circumstances will also be taken into account, whether an employee is starting a family, nearing retirement, etc.

The Danske Bank Group’s goal is thus to ensure consistent recruitment, to retain valued employees and to offer relevant retirement agreements/part time agreements for our senior employees.

Further, the Danske Bank Group strives to offer flexibility in order to retain employees during the time which the employee establishes a family, e.g. by way of offering attractive leave arrangements, part-time employment, etc.

d. Social Responsibility

Furthermore, Danske Bank Group has high focus on the Group’s social responsibility and offers sick or disabled employees equal opportunities in the recruitment process and during the employment. Such illness and disability may be physical and/or mental challenges. The Danske Bank Group offers, when in accordance with the Group’s business needs, various arrangements depending on the employees’ needs, including flexibility as regards absence and support, flexitime or part-time...
employment, agreements with the local municipality and other necessary measures to support the employees in the best possible way.

e. Initiatives

In connection to this policy, a string of initiatives are designed and implemented, on Group level and locally, in order to support the above ambitions.

The initiatives reflect the Group’s ambitions to have a more balanced and diverse composition of staff in order to fully realise the potential of our leaders’ capabilities.

These initiatives and focus areas are among others to

- make female leaders more visible externally and internally (e.g. portraits of female managers in communication material), focus on females participating in networking, workshops etc. (e.g. Stanford seminar on female leaders, women wine clubs and VL networking), and provide role models with a view to diversity (female leaders as participants and lecturers on events, providing ambassadors for employer branding activities),
- focus on recruitment of women and on developing female talents - mentoring, programmes, and courses (e.g. seminars for female immigrants, workshop for female talents etc.), and focus on female successors in connection with succession planning,
- focus on Danske Bank being an attractive working environment for women (e.g. focus on work/life balance, possibility of part time employments for parents, providing flexible work places etc.),
- focus on Danske Bank being an attractive place to work for all nationalities (e.g. mentoring programmes, global mobility packages, canteen menus accommodating different food cultures, internships for students of foreign origin),
- educate managers in acting as ambassadors for diversity and inclusion,
- ensure that all physical locations of Danske Bank are accessible to persons with disabilities,
- maintain the Group’s senior employees’ policy, including part-time employment for seniors, extra holiday etc.
- participation in diversity projects (e.g. project from the University of Southern Denmark regarding healthy ageing, stress and the modern working life (SASMA)).

The specific initiatives from time to time are described in the Danske Bank Group’s yearly Corporate Responsibility Report and Corporate Responsibility Fact Book.